

Ready for tomorrow

FY20 Results Presentation
June 2020



Presentation team



Octavius Black
Chief Executive Officer

- Co-founded Mind Gym at his kitchen table in 2000
- Co-authored Mind Gym's four books
- Prior to Mind Gym: Director for organisational communication consultancy Smythe Dorward Lambert (sold to Omnicom 1996); Analyst at Booz | Allen | Hamilton



Richard Steele
Chief Financial Officer

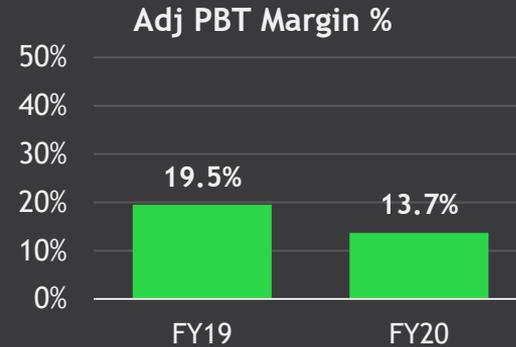
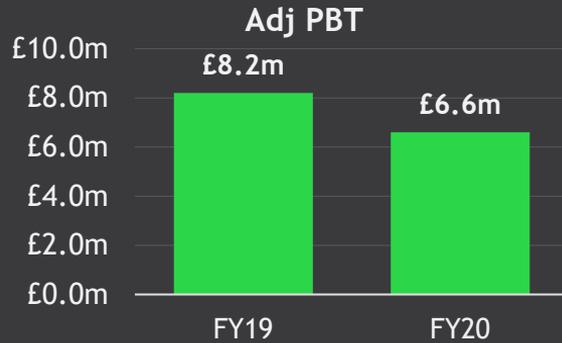
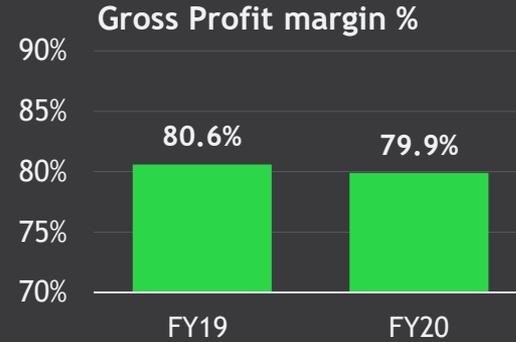
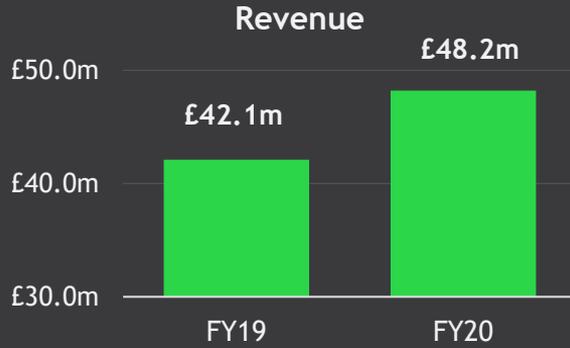
- Joined Mind Gym in March 2018
- 30+ years industry finance experience; started career at Tate & Lyle
- 11 years as FD including Cook Trading Ltd and White Stuff Ltd

FY20 Financial and operating highlights

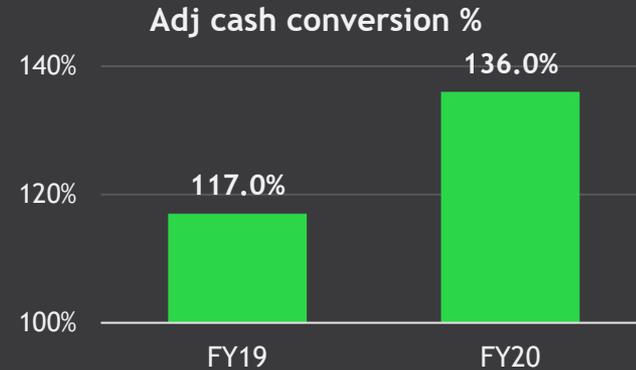
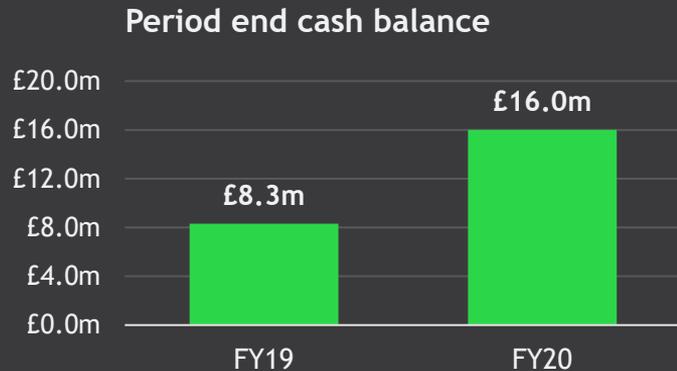
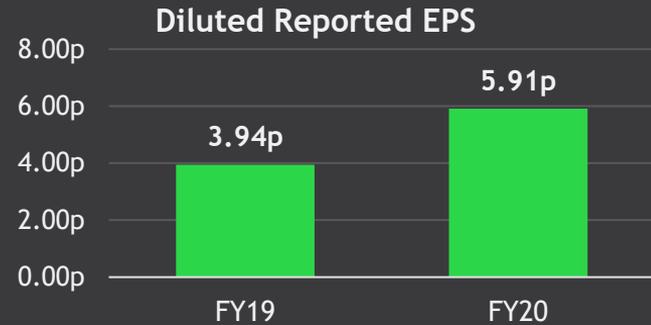
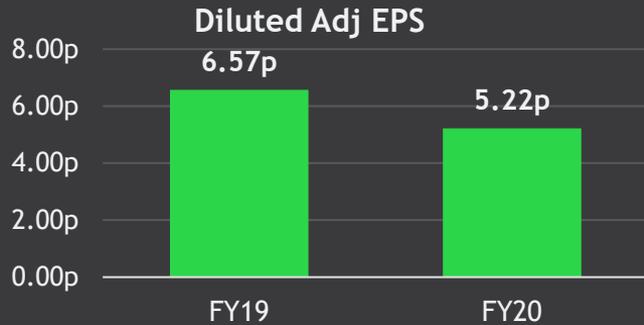
- Revenues up 15%, 12% on a constant currency basis
- Pre-COVID-19 revenues for the 10 months to 31 January 2020 grew 22% on the prior year
- Revenue growth fuelled by existing clients (88% repeat revenues¹) and new client acquisition
- Digitally enabled revenue, including live Workouts delivered virtually, increased by 21% to £14.5m (30% of revenues in FY20)
- Significant progress on execution of digital strategy
- Average number of staff increased 19% to 247



Financial highlights (1)



Financial highlights (2)

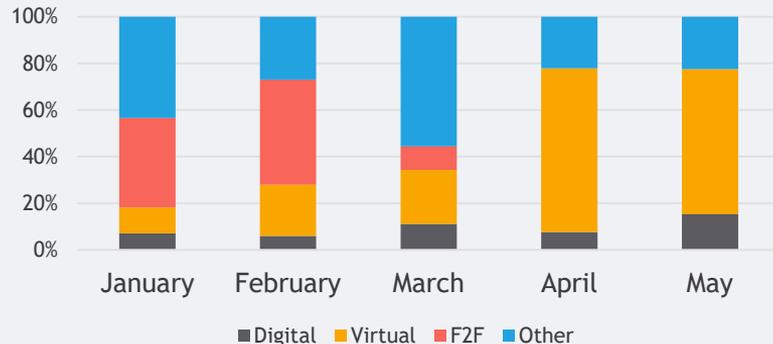


COVID-19 impact and response

Impact

- Revenues in 10 months to 31 January +22% YOY
- February and March 2020 revenues -13% YOY
- Assuming January run rate continued, impact was £3.2m on revenue and £2.2m on PBT
- Digitally enabled revenues increased from 30% to 80% of deliveries as live face-to-face sessions slowed and ceased

Revenue share by type

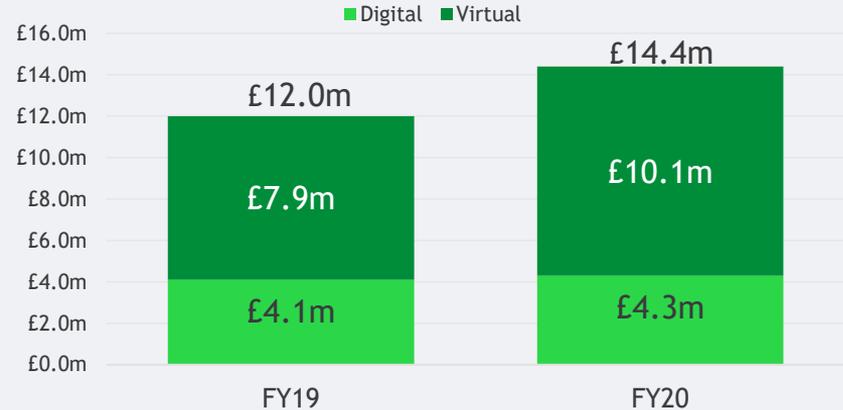


Response

- Working with clients and coaches to switch live face-to-face coaching sessions to virtual Webex sessions.
- Promoting our digital proposition as an alternative to live sessions.
- Innovating and marketing our product offering to respond to COVID-19.
- Accelerating and adapting our existing digital investment strategy.
- Implementing a cost reduction strategy from 6 April 2020 to 30 June 2020 affecting all employees by being furloughed, reducing hours or 20% salary cut.
- Improved the reporting and monitoring of credit control management. Our client base is typically large corporates and there is very little either historic or current impact from bad debts.

Digital

- 'Digitally enabled' (including Virtual Workouts) +21% YOY, and 30% of mix (FY19:28%)
- Tactical improvements included: eWorkouts CI, accessibility, usage data, user booster pack, LMS hosting implemented
- Following a strategic review in December 2019, initiated the investment in new digital strategy to define new market challenging proposition



'Mind Gym is the most innovative, professional and customer-focused training company we have ever worked with.'

Their digital platform with eWorkouts contains a unique offering with very effective and progressive soft-skills trainings. It is also a great extension to Mind Gym classroom sessions - they can be used in combination and really complement each other creating a true learning and development journey.'

Margarita Ziborova, MCIPD

Head of People & Culture | East West Railway Company

'We decided to purchase the eWorkouts as we were looking for a different perspective to unconscious bias training that fitted with the overall changes we were making to our training offerings. We wanted something shorter, engaging and accessible from multiple devices at any time convenient to the learner and were impressed with the refreshing and different approach of these Workouts.'

We have made them available to all staff globally and also integrated them into wider team training sessions, our inclusion and diversity learning campus of resources and they are a key resource as part of our revamped first line leader training programmes.'

Mary Worsley

Global Inclusion and Diversity Manager, Talent, Learning and Organisation Development CoE, GSK

New/renewed propositions launched

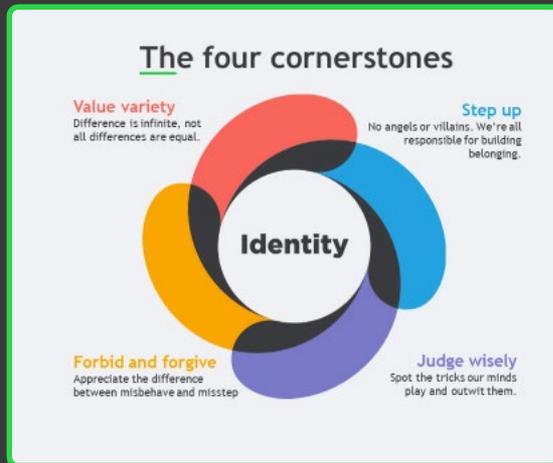
New proposition

Customer service



Renewed proposition

Inclusion & Diversity



New proposition

Wellbeing

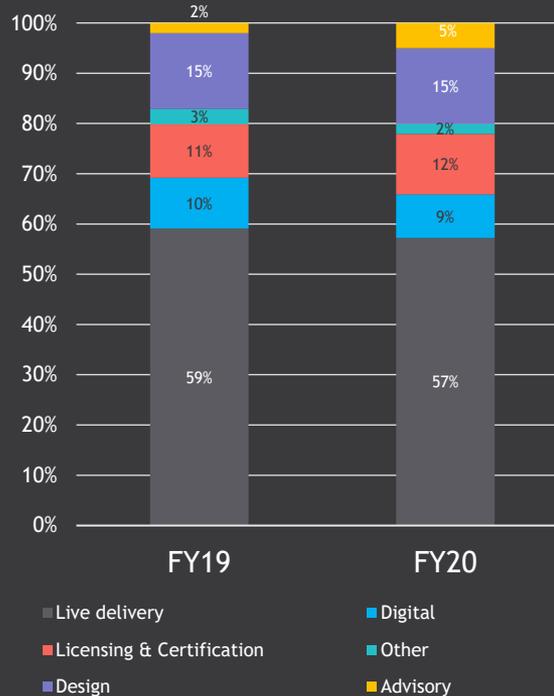


FY20 revenue well balanced across regions

Revenue by region



Revenue category mix



Group

15% YOY increase (12% constant currency)
 88% 'repeat revenue' (2019: 84%)
 c.650 clients served
 in over 90 countries

Regions

22% US growth
 7% EMEA growth
 EMEA 45% of Group

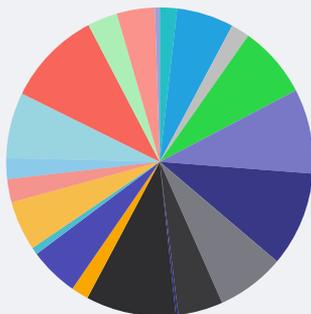
Mix

Coach-led delivery 57% (2019: 59%)
 Digitally enabled increased by 21% to
 £14.5m representing 30% of all revenues
 (FY19: 28%)

FY20 revenue continues to be well diversified and with high repeat spend

Significant end-market diversification

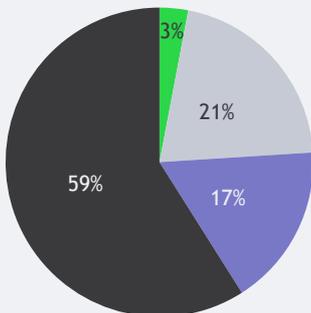
- Aerospace & Defence
- Business Services
- Energy
- Finance - Insurance
- Finance - Investment Banking
- Finance - Retail Banking
- FMCG
- Government Central
- Government Local
- Health & Pharmaceuticals
- Hospitality & Leisure
- Manufacturing
- Marcomms
- Media
- Non-profit
- Property Services
- Retail
- Technology
- Telecommunications
- Transportation
- Utilities



% of total revenue for FY20

Low dependency on key accounts

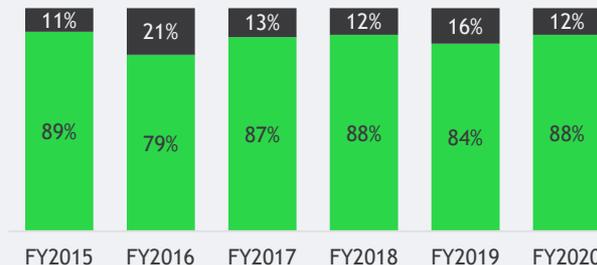
- Largest account
- Accounts 2-10
- Accounts 11-25
- All other accounts



Key client strategy has delivered growth with revenue from top 25 accounts 41% of total (FY19: 35%)

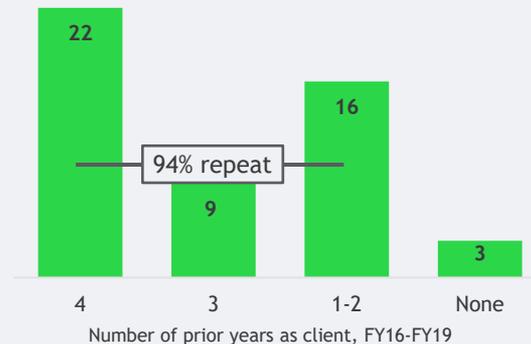
% of total revenue for FY20 by account size

Total revenue mix: repeat vs new clients



■ Repeat defined as brought in one or more of prior 3 years ■ New Client Revenue

Buying history top 50 clients (FY20)



New Leadership



Wei-Li Chong
President, Mind Gym Inc

- Joined from KinderCare, as president responsible for c.30,000 employees
- Previously, SVP of HR at ANN Inc, with responsibility for over 18,000 associates
- Joined Mind Gym in January 2020



Desi Kimmins
Chief Commercial Officer,
EMEA

- Head of Leadership Development EMEA, Korn Ferry, responsible for leadership development, executive coaching and the firm's Diversity & Inclusion practice
- Previously Head of Learning & Development and Talent Management at ING Investment Management
- Joined Mind Gym in February 2020



Mark Dickinson-Keen
Chief People Officer

- Chief People Officer at TalkTalk
- Previously held HR Leadership roles in financial services and retail
- Joined in March 2020



Elaine Safier
Chief Digital Officer

- Chief Commercial and Operating Officer - Digital Channels at HSBC
- MBA and BSc in Economics from the Wharton School
- Joined Mind Gym in March 2020 after consulting on the digital strategy review

FY20 19% increase in average headcount to support growth

Client team (Sales)

- Client team accreditation on point of view (PoV) and products
- Sales enablement for rapid proposal development
- Solutions strategy expertise

Infrastructure

- Management
- Finance
- HR
- IT
- Marketing
- Operations
- Talent Network

61

68



51

75

Creative

- 300+ proven products
- Unique design methodology
- Codified versioning
- Robust innovation process

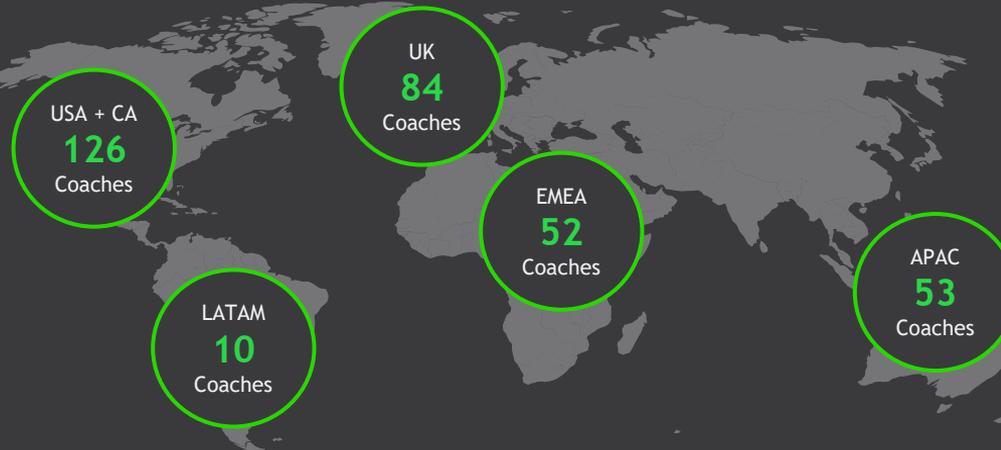
Client Service

- Portal delivers automation
- Streamline fulfilment process
- Significant outsource operations

*Headcount as at March 2020

Coaches (Self-employed)

- Deliver all live events
- Certified by Mind Gym's ISCAN
- Continuous evaluation
- Same quality for in-house



Current trading



FY21 Current trading

- 100% of live deliveries in April and May have been delivered virtually with ‘digitally enabled’ revenues representing 80% of the mix.
- Strong response from our marketing initiatives with ‘@virtualwork’ being top-selling Virtual Workout in EMEA in April 2020.
- From mid-February to the end of April clients were in crisis mode and are now engaging in conversations. April and May revenues are materially below the same period last year; and we anticipate that trend to continue during H1 as our pipeline builds.
- Our temporary cost-saving initiatives expire at the end of June and we are currently in consultation on permanent changes in EMEA.
- We continue to monitor the revenue pipeline and perform extensive scenario modelling. Due to the continued uncertainty we continue to withdraw guidance.
- Our strong balance sheet provides resilience to the downturn and opportunity to accelerate our digital investment.

Ready for tomorrow FY21 and beyond



Accelerated digital investment

Strategic review

- Review commissioned Q3 FY20
- Identified considerable opportunity to use data and technology to deliver highly personalised, integrated learning to build the human advantage that delivers business performance
- Board approval December 2019

Proposition

- Scalable and will replace existing disparate platforms
- Delivers personalised development journeys
- Serves right content to the right person at the right time
- Data-driven delivering measurable results
- Enables social and group dynamics

Building the team

- Elaine Safier joined as Chief Digital Officer in March 2020 following consultancy period
- UK-based team of 40 being built to deliver first phase

Launch

- First iteration on new products launched in FY21
- First significant revenue streams in FY22
- Iterative, continued development and release approach

Emerging stronger

A new voice - brand and communications

- Global marketing director appointed March 2020
- Rebranding initiatives underway
- Increased marketing activity: webinars, CHRO round tables, UK plc research
- Extensive press coverage: FT, Bloomberg, etc.

Rapid innovation

- New points of view and content: 'Amplifying Voices' to launch June 2020
- Virtual working suite of products updated and extended
- Wellbeing and Executive Leadership points of view in development

Develop our people

- New CPO to develop and retain talent
- Equity incentives

Operational blueprint

- Reorganise to work more efficiently
- New CRM system implemented May 2020

FY20 Financials



FY20 Financials - P&L

	FY20 £m	FY19 £m	Change	
Revenue	48.2	42.1	15%	● 12% in constant currency
Gross profit margin	79.9%	80.6%		● H1 20 hit by strong demand in areas of lower coach supply. Strong recovery in H2. (H1 20 78.8%, H2 20 81.1%)
Gross profit	38.6	33.9	14%	
Staff costs (incl share-based pay)	(23.8)	(19.2)	24%	● Average headcount growth of 19% and on more senior hires
Other admin costs	(8.1)	(6.5)	25%	
Adjusted administration costs	(31.9)	(25.7)	24%	
Net finance costs	(0.1)	-		
Adjusted profit before tax	6.6	8.2	-19%	
Adjusted PBT margin	13.7%	19.5%		
Adjustments	0.8	(3.1)		● See next slide
Profit before tax	7.4	5.1	44%	
Tax	(1.5)	(1.2)		● See separate slide
Profit after tax	5.9	3.9	50%	
EPS-Adjusted diluted (pence)	5.22	6.57	-21%	
EPS-basic (pence)	5.93	4.08	45%	
Dividend per share (pence)	1.10	2.40		● Interim only, no final to be paid

FY20 Financials - Staff and admin costs

	FY20 £m	FY19 £m	Change
Staff costs (incl share-based pay)	(23.8)	(19.2)	24%
Other admin costs	(8.1)	(6.5)	25%
Adjusted administration costs	(21.9)	(25.7)	24%

- Staff costs increased £4.6m, of which £2.3m relates to the Client and Client Services teams.
- £2.3m of the remaining staff cost increase reflects the new senior hires in the year and increasing the capacity of the coach recruitment team as well as investments in the IT and Operations teams.
- £1.6m increase in non-staff overheads relates to initiatives to support further growth including £0.5m of costs related to the digital strategy review.

FY20 Financials - Adjustments

	FY20 £m	FY19 £m	
Transaction-related costs	-	(1.5)	IPO in FY19
Employee option surrender costs	0.8	(1.6)	£0.8m paid + £0.8m provided in FY19
Total Adjustments	0.8	(3.1)	

Share-based payments are no longer included in adjusted items

FY20 Financials - Tax

	Adjusted £m	Adjustments £m	FY20 Reported £m
Profit before tax	6.6	0.8	7.4
Tax	(1.4)	(0.1)	(1.5)
Profit after tax	5.2	0.7	5.9
Effective tax rate	21.4%	9.5%	20.2%

	Adjusted £m	Adjustments £m	FY19 Reported £m
	8.2	(3.1)	5.1
	(1.6)	0.4	(1.2)
	6.6	(2.7)	3.9
	19.7%	14.3%	23.0%

Transaction costs
not tax deductible

FY20 Financials - Balance Sheet

	FY20 £m	FY19 £m	
Intangible assets	0.1	0.4	FY20 PP&E now includes right-of-use asset for leased premises
Property, plant and equipment	4.4	0.1	
Deferred tax assets	0.1	0.6	
Other receivables	0.6	-	Trade receivable & accrued income days down 32 days to 68 days
Non-current assets	5.1	1.1	
Inventories	0.1	0.1	Overdue debt down from 23% to 20% of total
Net trade receivables	7.9	10.3	
Accrued income	1.1	1.3	
Other receivables and prepayments	1.1	1.1	
Current tax receivable	-	1.2	£1.2m of UK FY18 tax was recovered in the year
Cash and cash equivalents	16.0	8.3	
Current assets	26.2	22.3	
Total assets	31.3	23.4	£0.8m provision for option surrender cost released in FY20
Trade and other payables	(8.9)	(8.8)	
Provisions	-	(0.8)	
Current tax payable	(0.4)	(0.2)	
Current and non-current lease liabilities	(4.4)	-	£4.4m of lease liabilities under IFRS 16, includes new NYC office
Total liabilities	(13.7)	(9.8)	
Net assets	17.6	13.6	

FY20 Financials - Cash Flow

	FY20 £m	FY19 £m	
Adjusted profit after tax	5.2	6.6	
Depreciation and amortisation	1.2	0.2	
Tax charge	1.4	1.6	
Working capital - receivables and inventory	2.3	(0.6)	£2.5m inflow from working capital improvement
Working capital - payables and other	0.2	1.7	
Share-based payments	0.3	0.3	
Adjusted cash generated from operations	10.6	9.8	Adjusted cash generated from operations/ Adjusted EBITDA
Adjusted cash conversion	136%	117%	
Adjustments after tax	0.7	(2.7)	
Tax credit on adjustments	0.1	(0.4)	
Adjustments not paid	(0.8)	0.8	
Cash generated from operations due to Adjustments	-	(2.3)	Lease payments separately identified under IFRS 16
Cash generated from operations	10.6	7.5	
Tax received/(paid)	0.6	(0.6)	
Interest received	0.1	-	
Capex	(0.6)	(0.3)	
Lease payments	(0.5)	-	
Shares issued	-	0.2	£3.2m pre-IPO and £0.8m interim dividend in FY19
Dividends paid	(2.5)	(4.0)	
Reported cash generated	7.7	2.8	
Opening cash	8.3	5.5	
Closing cash	16.0	8.3	

Impact of IFRS 16 'Leases' adoption

	At 31 Mar 2019 £m	IFRS 16 adj £m	At 1 Apr 2019 £m
Intangible assets	0.4	-	0.4
Property, plant and equipment	0.1	1.8	1.9
Deferred tax assets	0.6	-	0.6
Non-current assets	1.1	1.8	2.9
Inventories	0.1	-	0.1
Net trade receivables	10.3	-	10.3
Accrued income	1.3	-	1.3
Other receivables and prepayments	1.1	(0.1)	1.0
Current tax receivable	1.2	-	1.2
Cash and cash equivalents	8.3	-	8.3
Current assets	22.3	(0.1)	22.2
Total assets	23.4	1.7	25.1
Trade and other payables	(8.8)	0.1	(8.7)
Lease liability	-	(1.8)	(1.8)
Provisions	(0.8)	-	(0.8)
Current tax payable	(0.2)	-	(0.2)
Total liabilities	(9.8)	(1.7)	(11.5)
Net assets	13.6	-	13.6

- The Group has adopted IFRS 16 'Leases' from 1 April 2019
- Requires recognition of a right-of-use asset and a lease liability for virtually all leases
- The Group has applied the modified retrospective approach therefore no change to prior year comparatives
- Lease costs now presented in the income statement as the depreciation of a right-to-use asset and related interest costs
- Immaterial impact on adjusted and statutory profit before tax, although adjusted EBITDA is increased by £0.6m in the period

Appendix



MAX. GROSS 32,500 KG
71,650 LB
TARE 3,700 KG
8,160 LB
NET 28,800 KG
63,490 LB
CB. CAP. 47.7 CBM
2,396 CUFT

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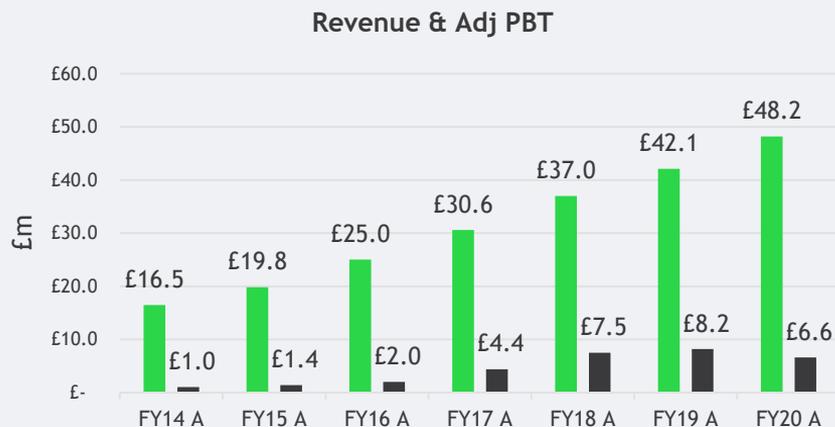
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Who's Mind Gym?

Mind Gym snapshot

Leading behavioural science company delivering business improvement solutions to companies across the world.

- Founded by Octavius Black and Dr Sebastian Bailey, in London in 2001
- Offices in London, New York, Houston and Singapore
- Over 200 employees and a network of coaches across the world, delivering in over 90 countries
- Provides integrated culture and behaviour change solutions to blue chip organisations across the globe by deploying a blend of proven, bite-size live and digital experiences using a highly scalable methodology



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Investment summary

Reaching remote workforces

- Over 160 qualified virtual coaches
- 100% of April and May 2020 live sessions delivered virtually

Distinctive digital strategy

- Launched 2018
- c.10% of revenue from digital

Rapid innovation unit

- Respond quickly to changing needs
- New points of view on virtual working and wellness in response to COVID-19

Strong new leadership

- Added four new leaders, including President US, CCO EMEA, Chief Digital Officer and Chief People Officer

Top-tier client relationships

- C-suite and C-1 strong relationships
- 52% of FTSE 100 and 65% of S&P100 clients

Healthy balance sheet

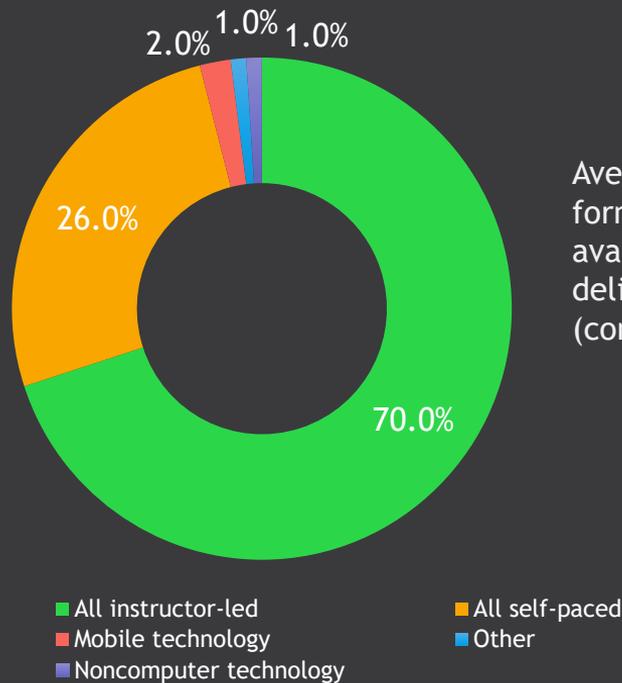
- £16m cash, no bank borrowings

Large global market

- Global L&D market \$240bn

Market overview

- \$240bn corporate L&D market growing at 6% 5-year CAGR
- 51.6% for behavioural learning, which can be addressed by Mind Gym
- Market still dominated by live delivery, despite strong digital growth
- Behavioural science comes of age
- Market made up of:
 - A few, large, global consultancies
 - Tens of thousands of small training companies and niche HR consultancies
 - Very few mid-size



Average percentage of formal learning hours available via all delivery methods (consolidated)

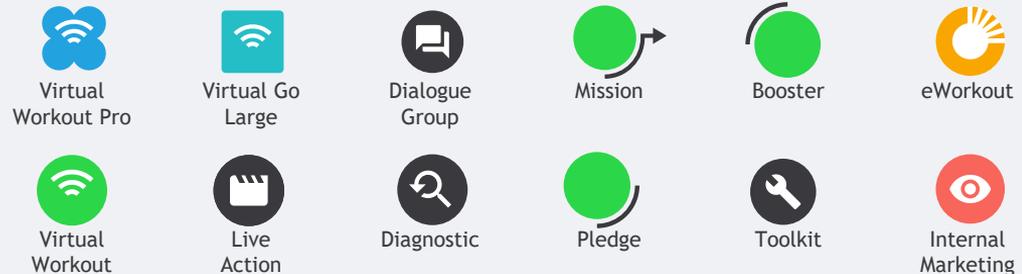
Proposition



Point of view on 15 universal human capital challenges

Leadership	Ways of working	Effectiveness	Transformation
Performance Management	Diversity & Inclusion	Customer Service	Reorganisation
Manager Development	Ethics	Sales	Culture
Executive Leaderships	Respect	Personal Effectiveness	Change
	Wellbeing	Onboarding	Employee Engagement

Over 300 products in 12 categories



Addressing market trends

Market trend	Mind Gym positioning
Grounded in behavioural science	All content sourced from peer-reviewed behavioural science; all courses designed by psychologists
Blended: instructor-led and digital	Integrated portfolio of 300 products that are both instructor-led and digital
Agile	Proven products ready to deploy and adapt as circumstances change - From standing start to deliver in a few days
Bite-size	Core products are 90-minute Workouts, which deliver same impact as traditional day-long, and 10-minute eWorkouts
Consistent quality, globally, at scale	Track record with 2m+ professionals; local coaches in 30 countries
Fewer, key suppliers	Established relationships; relative size; credibility as public company
Proven to work	Case studies that demonstrate business impact and high levels of repeat purchase from blue chip clients

Our business model

HCM market norm

- Bespoke, highly customised solutions
- The same person sells, leads project, oversees designs and delivers to senior groups
- Client assignments start with extensive needs analysis and solutions are based on orthodox management practices
- Network of associates who have been selected on relationships and past experiences
- Fees based on consultants' time

Mind Gym

- Proven, productised behavioural science assets are easily configured, and reconfigured, into customised programmes
- Separate teams for client relationship, design (where needed), delivery and project management - agile resourcing means most capable person does the work
- Clients start with psychology-based template from which, together, we build a prototype to test and refine - soup to nuts in less than a month
- 300 qualified coaches in 30 countries who have been through a robust certification process
- Fees based on products

Gain for clients

- Minimal upfront investment
- Up running in days, or a few weeks
- Greater guarantee of success
- Easier to adapt as needs change
- Always get the best person for the task
- Don't pay for members of project team when not needed
- Proven to work and based on science
- Speed to value - weeks vs months
- Alternative to old-fashioned methods that have not delivered
- Consistent quality across the world
- Local cultural adaptation as standard
- Deliver where my people are, with minimal travel costs
- In everyone's interests to move quickly
- In control of costs - know what I'm getting

Gain for investors

- Easier to scale with improved margins.
- Long-lasting products with greater return on innovation investment
- Easier to scale team
- Minimal risk of employees leaving to set up a replica
- Distinctive in the market
- Hard to replicate so barrier to competition
- Gains attention from C-suite
- Variable cost base for all live delivery
- Readily service global clients
- Easy to increase supply by geography, etc.
- Robust gross margin

Board structure



Octavius Black
Chief Executive Officer



Joanne Cash
Board Chair



Richard Steele
Chief Financial Officer



Seb Bailey PhD
Executive Director

- Co-founded Mind Gym with Octavius Black
- Co-authored Mind Gym's four books
- BSc in Psychology with Cognitive Science from University College London
- PhD in Psychology and Education from University of Bristol



David Nelson
Non-Executive Director

- Advisor to Chair and CEO
- Partner at Accounting firm Dixon Wilson, serving as senior Partner from 2008-2018
- NED on the Board of DMGT since 2009
- NED on a number of private companies



Baroness Harding
Senior Independent
Non-Executive Director

- Deputy Chair of The Court of the Bank of England and Chair of NHS Improvement
- Chief Executive of TalkTalk Telecom Group plc from 2010 to 2017
- Served on the boards of The British Land Company plc and Cheltenham Racecourse
- Has held senior roles at Sainsbury's and Tesco



Sally Tilleray
Independent Non-Executive
Director

- Group COO and FD at Huntsworth plc from 2004 to 2014
- Non-Executive Chairman at Cognito Europe since 2016
- Previously CFO Europe for Predictive Inc., an IT network consulting business which floated on Nasdaq in 2000

Management team (MGX)



Octavius Black
Chief Executive Officer

- Co-founded Mind Gym with Sebastian Bailey
- Co-authored Mind Gym's four books
- Co-founded Parent Gym (Mind Gym's philanthropic arm) with Joanne Cash



Seb Bailey
PhD
Executive Director

- Co-founded Mind Gym with Octavius Black
- Co-authored Mind Gym's four books
- Chair of Mind Gym's Academic Board of Professors
- BSc in Psychology with Cognitive Science from University College London & PhD in Psychology and Education from University of Bristol



Richard Steele
Chief Financial Officer

- 30+ years industry finance experience; started career at Tate & Lyle
- 11 years as FD including Cook Trading Ltd and White Stuff Ltd
- Joined Mind Gym March 2018



Desi Kimmins
Chief Commercial Officer, EMEA

- Head of Leadership Development EMEA, Korn Ferry, responsible for leadership development, executive coaching and the firms Diversity & Inclusion practice
- Joined Mind Gym in February 2020



Wei-Li Chong
President, Mind Gym Inc.

- Joining from KinderCare, as president responsible for c.30,000 employees
- Previously, SVP of HR at ANN Inc, with responsibility for over 18,000 associates
- Joined Mind Gym in January 2020



Ryan Boughan
Chief Commercial Officer, Americas

- Leader of Mind Gym's Sales and Client Services teams in the US
- Key sponsor for Mind Gym's largest and most complex US Clients
- Previously worked at The Corporate Executive Board - another learning business
- Joined Mind Gym January 2011



Claire Poll
General Counsel

- 25+ years experience as a lawyer specialising in intellectual property
- Responsible for setting up the IP worldwide governance framework at Barclays
- Joined Mind Gym in January 2019



Mark Dickinson-Keen
Chief People Officer

- Chief People Officer at TalkTalk
- Previously held HR Leadership roles in financial services and retail
- Joined Mind Gym in March 2020



Elaine Safier
Chief Digital Officer

- Chief Commercial and Operating Officer - Digital Channels at HSBC
- MBA and BSc in Economics from the Wharton School
- Joined Mind Gym in March 2020 after consulting on the digital strategy review

Academic Board



Tomas Chamorro-Premuzic

CEO of Hogan Assessment Systems, Professor of Business Psychology at University College London (UCL), and visiting Professor at Columbia University. An international authority in people analytics. Author of 10 books and over 150 scientific papers with a media career comprising of over 100 TV appearances.



Sophie von Stumm

Associate Professor in Developmental Psychology at the London School of Economics. Founder and leader of the Hungry Mind Lab, she has published more than 40 peer-reviewed journal articles and book chapters and developed two smartphone apps.



Dimitrios Tzivrikos

Professor of Consumer Behaviour and Business at UCL. He is a leading commentator on consumer behaviour/psychology and a frequent guest on the BBC, as well as acted as a scientific consultant in various periodicals such as *Property Week*, *Esquire* and *The Guardian*.



Debra Noumair

Professor of Psychology and Education at Columbia University. Founder and Director of the Executive Masters Program in Change Leadership (XMA) and Director of Executive Education Programs in Change and Consultation in the Department of Organization and Leadership at Teachers College, Columbia University.

Alumni



Michelle Ryan
Professor of Social and Organisational Psychology.



Elaine Fox
Professor of Psychology and Affective Neuroscience at University of Oxford.



Janet Reibstein
Professor Emerita in Psychology at the University of Exeter.



Peter Robinson
Emeritus Professor in Experimental Psychology, University of Bristol.



Dr Ilona Boniwell
Dr Ilona Boniwell heads the International MSc in Applied Positive Psychology (I-MAPP) at Anglia Ruskin University.



Robert Bor
Director, Clinical Team Lead and Subject Matter Expert at The Centre for Aviation Psychology.



Ingrid Lunt
Professor Emeritus Green Templeton College, Oxford University. Previously President of the BPS.



Michael West
Professor at Lancaster University Management School.



Sir Gary Cooper
50th Anniversary Professor of Organizational Psychology and Health at the Manchester Business School, University of Manchester.

Strong Academic Relationships

World-renowned professors who have spoken or written on Mind Gym platforms



Jonathan Haidt

Professor of Ethical Leadership at New York University's Stern School of Business. Known in the popular press as a 'moral psychologist' he is the author of and *The Happiness Hypothesis* and *The Righteous Mind*.



Noreena Hertz

Renowned thought leader with best-selling books, *The Silent Takeover*, *IOU: The Debt Threat* and *Eyes Wide Open*. She advises a select group of the world's leading business and political figures on strategy, economic and geopolitical risk, digital transformation, Generation K and millennials.



Paul Dolan

Head of Department and Professor of Behavioural Science in Psychological and Behavioural Science at the London School of Economics and Political Science. He is a best-selling author and an internationally renowned expert on happiness, behaviour and public policy.



Kenji Yoshino

Professor of Constitutional Law at NYU School of Law and the Director of the Center for Diversity, Inclusion, and Belonging. Talks widely in the media about the intersection of law and diversity. Author of *Covering*.



Kevin Dutton

Research psychologist at the Department of Experimental Psychology, University of Oxford. He is an affiliated member of the Royal Society of Medicine and of the Society for the Scientific Study of Psychopathy.



Herminia Ibarra

Charles Handy Professor of Organisational Behavior at London Business School. Prior to joining LBS, she served on the INSEAD and Harvard Business School faculties.



Adrian Furnham

Professor of Psychology at University College London. He has written over 700 scientific papers and 57 books including *The Elephant in the Boardroom: The Psychology of Leadership Derailment*.

Proven product portfolio

Diversity and inclusion	Compelling case	Execute	Rate success	Networking	Sorted for stress
Knowing me, knowing you	Create your own luck	Fleeting meetings	Held to account	Wood for trees	Tricky people
Micro-messages	Creativity for logical thinkers	Follow me	Rewarding	At the top of our game	Turn criticism around
Minus the bias	Different perspectives	Impressing groups	Shaping futures	Be a top coach	Wake your mind up
One of us	Good decision	Innovate	True Grit	Confidence	Win them round
The in-crowd	Collaborative solutions	Relate	U-turn performance	Finding the pearls	Time to thrive
Building bridges	Influence & persuade	Thrive	Performance coaching	Fix your relationships	Respect
Ignite inclusion	Inspire	Why managers matter	Home truths	Generating creative sparks	Call it out
Leading inclusively	Make it happen	Onboarding	Fantastic feedback	Get connected	Fair warning
Different like me	Dynamic delegation	First 100 days	Help poor performers	Get creative	Help at hand
Did you hear?	Getting things done	You're hired	Managing talent - why bother?	Get more done	Power Control
Employee engagement	Storytelling	Me, me, me	Performance management	Get on/along with everyone	Respect me
Team spirit	The big picture	Performance management	Real team	Give me time	Virtual working
Ethics	Trust me	Challenging messages	Personal effectiveness	Love work	@virtualcollaboration
Before the fall	Unleash your creativity	Find your mojo	Business brain	Partner for success	@virtualmeeting
Good business	Your impact on others	Give me strength	Conflict detox	Power persuader	@virtualpresence
In fairness	Remote control	Goal getting	Extra time	Raise your game	Alone, not lonely
No regrets	Stress busters	Goal setting	Having presence	Raise your status	Wellbeing
Scruples	Stress busters [COVID-19]	Great feedback	Hearing what people say	Rapport building	Take control
Standing firm	A tour of your mind	Make it matter	Managing upwards	Right writing	Leading well
Barrels not apples	Coach	Managing expectations	Me Inc/Plc	Sense and credibility	Well balanced
Manager Development	Create your own future	Motivate	Conflict handling	Sharpen your thinking	
Remote control	Direct	Pathfinder	Courageous conversations	Show me the value	
Buddy to boss	Empower your team	Peak performance	Saying what you want	Show you care	
@VirtualWork	Energize	Play to strength	Negotiation	Soft sell	

Engage



Engagement

Visually engaging and thought-provoking comms campaign.



Diagnostic

Online questionnaire measuring competence in desired behaviours. Features 360°.

Participate



Workout Pro

180 minutes, face to face, 20 people. Immersive, practical with emphasis on peer learning.



Workout

90 minutes, face to face, 20 people. Fast-paced, specific, with plenty of practice.



Virtual Workout

90 minutes, virtual, 12 people. Designed to maximise learning on a virtual platform.



Go Large

60 minutes, face to face, up to 1,500 people. Inspiring, interactive and mindset shifting.



Virtual Go Large

60 minutes, virtual, up to 1,500 people. Inspiring, interactive and mindset shifting.



Live Action

90 minutes, face to face, 20 people. Practise workout tools in a real-play scenario.



Dialogue Group

60 minutes, face to face, 50 people. Peer coaching focusing on one personal challenge.

Activate



Mission

Face to face or virtual. Three action challenges to try back at work.



Booster

30 minutes, face to face or virtual. Revisit topic, share success and coach through blockers.



Pledge

30 minutes, face to face or virtual. Make a meaningful public commitment to change.



Toolkit

Printed or digital. For managers of participants to coach through the programme.

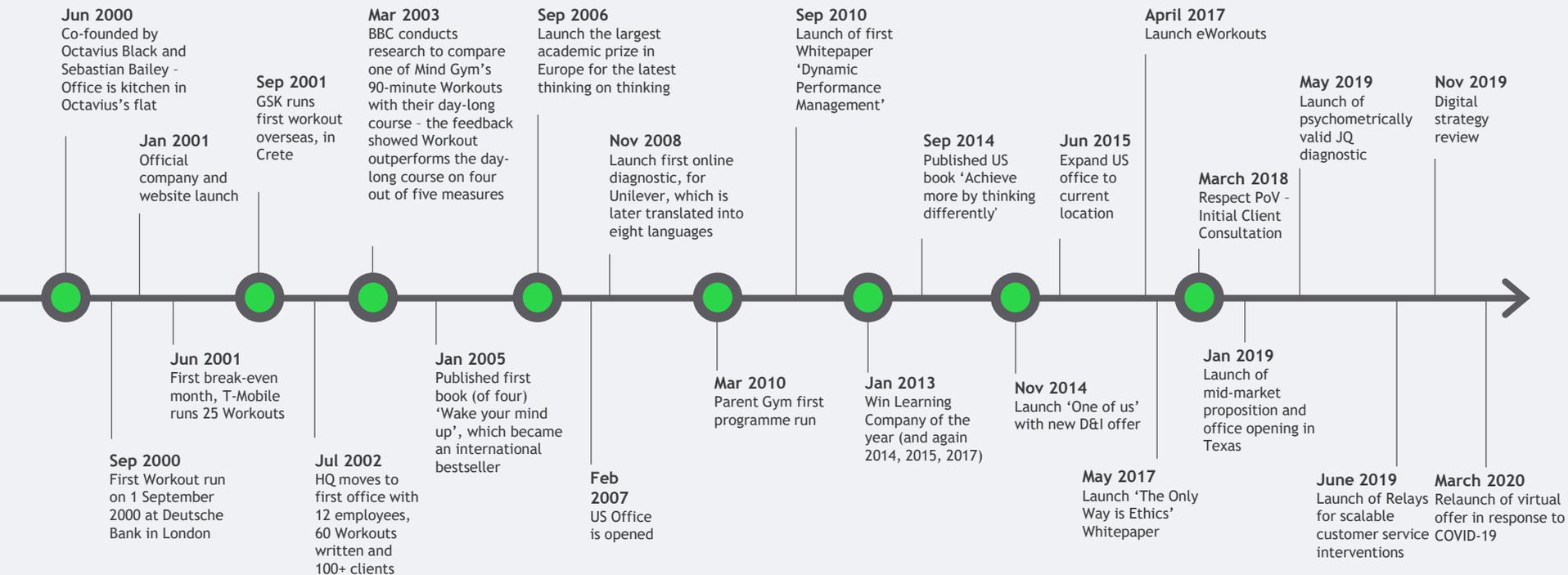


eWorkout

15 minutes, online. Designed for interactive, self-directed learning.

History of innovation and growth

Continuous cycle of thought leadership, product launches and industry recognition



Awards

2020

Named a Top 20 Leadership Training Company by Training Industry

2019

Gold Brandon Hall Learning & Development Award for Best Advance in Leadership Development

Named a Top 20 Leadership Training Company by Training Industry

2018

No. 36 on the Sunday Times Profit Track 100 2018 (Top UK private companies with the fastest growing profits)

Named a Top 20 Leadership Training Company by Training Industry

2017

Chief Learning Officer Learning in Practice Awards - Excellence in Content

Brandon Hall HCM Excellence Awards, Excellence in learning in partnership with Audi of America - Bronze Award

No. 151 on the Sunday Times International Track (Top UK private companies with the fastest growing international sales)

Top 20 Leadership Training Watch List by Training Industry

The Learning Awards' Learning Provider of the Year

2016

Top 20 Leadership Training Watch List by Training Industry

The Learning Awards' External Learning Project of the Year

No. 77 on the Sunday Times SME Export Track (UK's Top SME's with fastest growing international sales over the past two years)

2015

Chief Learning Officer, Learning in Practice Awards, Excellence in Vendor Partnership - Gold award

No. 16 on the Sunday Times SME Export Track (UK's Top SME's with fastest growing international sales over the past two years)

HR Distinction Awards, HR Consultancy of the Year - Shortlisted

Top 20 Leadership Training Watch List by Training Industry

The Learning Awards, Learning Provider of the Year

2014

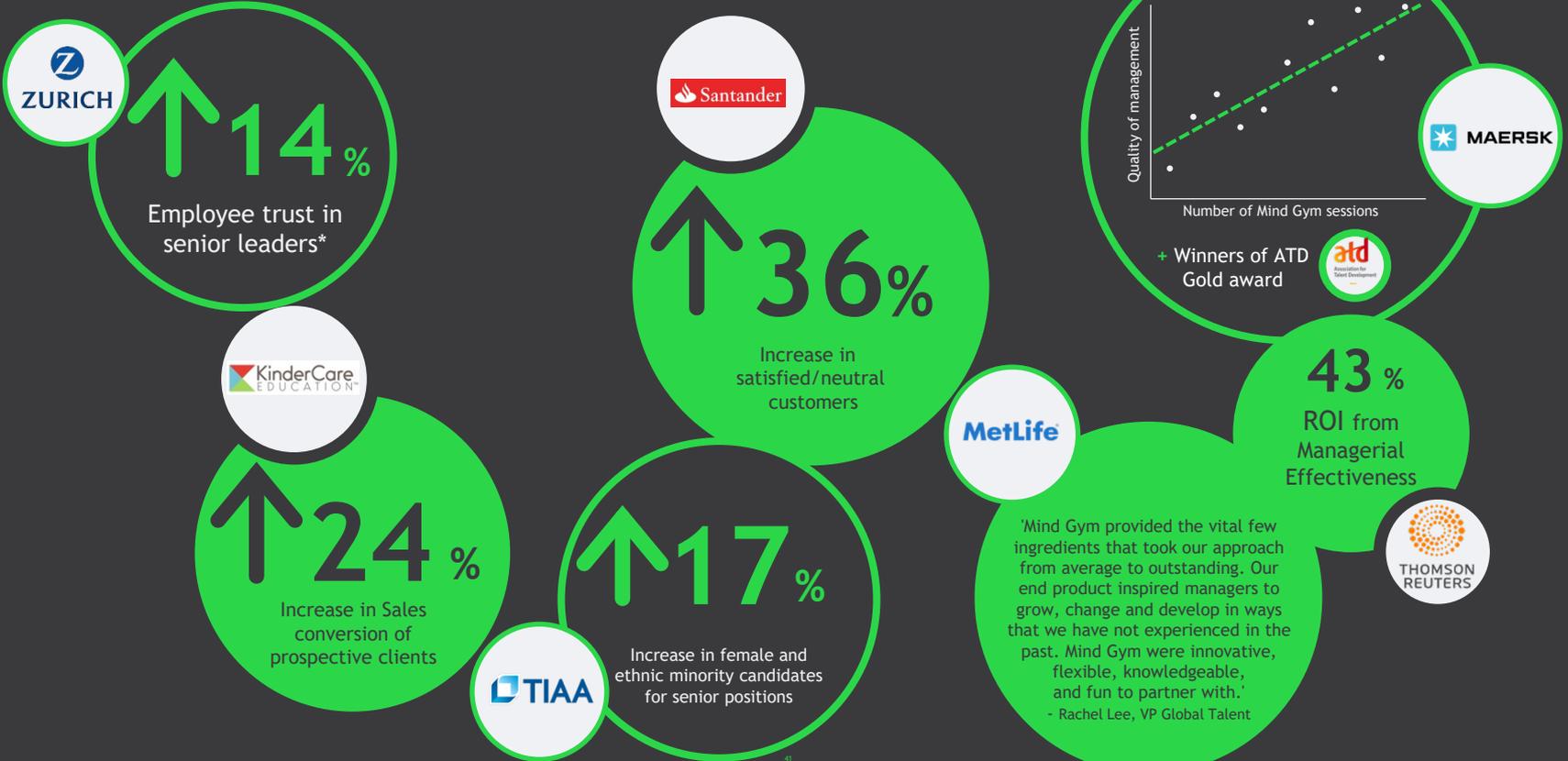
Personnel Today Awards - Consultancy of the Year

Chief Learning Officer, Learning in Practice Awards - Excellence in Vendor Partnership

CIPD People Management Awards, Best L&D Supplier - Finalist



Proven business impact



'Mind Gym provided the vital few ingredients that took our approach from average to outstanding. Our end product inspired managers to grow, change and develop in ways that we have not experienced in the past. Mind Gym were innovative, flexible, knowledgeable, and fun to partner with.'
- Rachel Lee, VP Global Talent

FY20 case study: Lloyds Bank

Performance management



The challenge

- A central part of Lloyds' strategic three-year plan is to transform the Group for success in a digital world.
- Lloyds had a traditional approach to performance management based on ratings and annual reviews. It was unpopular and lacked transparency. They were spending two million hours a year documenting performance reviews, rather than coaching and learning.
- Recognising that this was not fit for the new world, Lloyds adopted a new approach to performance management which largely removed ratings and replaced the old annual review with more informal, quarterly check-ins.
- The leaders recognised that changing the process would have only a very limited impact if they didn't also change how people thought and behaved. Above all, the challenge was to change the performance culture.

After a formal review of all the alternatives in the market, Lloyds' leaders chose Mind Gym to be their partner for this vital strategic priority.

The solution

- The behavioural programme was built around Mind Gym's six conditions for high performance.
- These were applied in the regular 'Check-ins' which were a key part of the new approach. These are effective only if they are adult-to-adult conversations which help people take responsibility for their performance and build the capability and confidence a bit at a time.
- To enable the shift, Mind Gym developed a blended learning solution that involved all 70,000 people throughout the UK in immersive, instructor-led bootcamps (delivered face-to-face and virtually for 500-1,000 participants at a time), 80,000 eLearning sessions, as well as digital toolkits and other resources for team huddles.
- This 'tapas style' approach was successful as it was accessible and flexible which suited the competing business challenges. This saved time, money and provided legacy training which can be revisited at any time for new and existing colleagues, ensuring that every colleague understands the new approach and can develop the behaviours to engage in it.
- Delivering 250,000+ hours of training is one of the largest transformation programs in Lloyds' history - involving changes to systems, processes and human behaviour. Each release addressed a particular part of the performance management life cycle.
- At every release, Mind Gym worked closely with Lloyds' communications agency to pique participants' interest, developing a compelling visual identity and enticing communications.

Results

The new approach means that managers now spend 60% less time documenting performance and correspondingly more time coaching and developing their teams. 89% of colleagues believe the changes make a positive experience compared to only 20% in 2018.

The quality of the Check-ins is having a very positive impact. Of colleagues who've had 3+ Check-ins :

- **80%** know how they're performing, compared to 35% who've only had one or fewer
- **72%** believe the Group's commitment to learning is making a difference, compared to **46%** who've only had one or fewer
- **90%** feel listened to by their manager, compared to **73%** who've only had one or fewer

We've seen a positive relation to colleagues health and wellbeing too:

- **95%** agree their manager cares about their wellbeing
- **85%** feel they get more praise and recognition

FY20 case study: Jardine Matheson Leadership development



The challenge

Group Learning in Jardines had traditionally focused on many small-scale leadership development programmes for the vital few. As part of the rollout of a new learning strategy, Jardines looked to set up a globally consistent and effective learning offering for the important many.

The solution

Jardines selected Mind Gym to pilot 4 learning programmes for 1,017 employees across 15 businesses and 8 countries. The programmes were:

- Managing managers (for 76 managers of managers)
- Managing others (for 238 first line managers)
- Managing self (for 304 individual contributors)
- Personal effectiveness (for 399 across all levels)

The pilot had two specific aims.

First, it needed to test the effectiveness of digital, self-directed learning. Classroom and virtual learning alone would not be a viable solution on a fully rolled out programme. Accordingly, 3 of the 4 programmes tested significant digital elements.

Second, the pilot tested whether a bite-size, little-and-often approach to learning would work for Jardines. A real departure from Jardines' traditional approach.

Results

- 93% felt the content was relevant to them
- 87% would recommend the programme to others
- 89% learnt new information and skills from the programme
- 71% successfully applied the knowledge and skills they learnt
- Forecast ROI figures for all programmes that exceeded expectations

From pilot to programme

We could not have anticipated when we designed the future-proofed programme that its format would be stress-tested so rigorously by recent global events in 2020. The programme was set up to primarily leverage virtual and digital learning which has meant that the programme has continued unaffected by COVID-19. We have also further finessed the programme's format off the back of the pilots and have seen feedback scores go from strength to strength.

'Mind Gym have been a great partner for us on our journey to reach the "important many" with a scalable and cost-effective approach without sacrificing the quality of content or learning impact. They are a class act and a firm part of our stable of world-class learning partners.'

Peter Attfield, Chief Talent & Learning Officer